

**FLAMBOROUGH COMMUNITY
INITIATIVES GROUP
PROJECT EVALUATION**

**Prepared by: Suzanne Brown,
Social Planner**

For: Flamborough Community Initiatives Group

October 2000

Social Planning & Research Council

SPRC

of Hamilton-Wentworth

**The Social Planning and Research Council of Hamilton-Wentworth
255 West Avenue, North Hamilton ON L8L 5C8
Phone: (905)522-1148 Fax: (905)522-9124 email: sprc_hw@yahoo.com**

© The Social Planning and Research Council of Hamilton-Wentworth

255 West Avenue, North
Hamilton ON L8L 5C8

TABLE OF CONTENTS

1.0	Introduction.....	1
1.1	History of the Project	1
1.2	The Flamborough Community Initiative Group	3
2.0	Methodology.....	7
3.0	Results.....	9
3.1	Statistical Information Collected from Project	9
3.2	Key Informant Interview Results.....	10
3.3	Service Provider Survey Responses	14
3.4	Summit 2000 - Small Group Discussion Results.....	22
4.0	Discussion	29
5.0	Conclusion and Recommendations.....	33
6.0	References	35

Appendices

A:	Key Informant Interview	37
B:	Service Provider Survey	39
C:	Community Commit 2000: Small Group Discussion Questions	41



1.0 INTRODUCTION

1.1 History of the Project

In 1995, the Mayor of the Town of Flamborough identified a need to explore the level and nature of human service delivery in Flamborough. He convened the "Mayor's Human Services Task Force" which consulted with approximately 50 selected community members who were involved in the front line delivery of community services as well as councillors committed to the coordination and development of services in the community. While the Task Force was well-intentioned in its purpose, the lack of paid staff support for its volunteers ultimately undermined the ability of the group to move forward.

A core group of community people came together in 1998 to continue the work of the task force by looking at ways to develop and deliver charitable, social and community services in Flamborough. They started with the Task Force recommendations and decided to build on this foundation through broader consultation and dedicated staff resources.

It was decided that a community Summit be organized to begin this process. 160 "community-minded" citizens, including; community leaders, agency and human service providers and politicians, were invited to the one day workshop, held on a Saturday in September of 1998.

The day-long summit began with a background brief on the Task Force, an overview of the demographics of Flamborough and the process of needs identification. The group then broke into smaller working groups to discuss the needs outlined by the Task Force and the assets and community resources available to meet these needs. Following a report-back session to allow all participants to hear the work of all the groups, there was a presentation from the Hamilton Community Foundation, who had been specifically identified by the Task Force as having a role to play in Flamborough. As well, there were presentations from various community agencies, outlining their role in service need identification and implementation. The presentation also covered current services delivered in Flamborough.

A strategic planning session set the potential long and short-term strategies to meet the human service needs, and identified resources necessary to fund these services.

The Summit in September was very successful, with over 60 individuals from all sectors of the community sharing their ideas. The thrust of their input was that action must be taken to coordinate and build on existing services. Flamborough Information and Community Services was seen as having a leadership role in this process.

The recommendations developed by summit participants were as follows:

- To establish a Community Umbrella Group that will investigate and identify the needs as well as facilitate and provide a framework for existing and new services
- To establish a Community Fund under the direction of the Hamilton Community Foundation in order to sustain human services and encourage philanthropy within our community.
- To encourage the Town of Flamborough to endorse the Summit Recommendations through a formal motion to Council. The endorsement will reflect the leadership of Council members in establishing the direction of human services to meet the challenges of our changing community.

The recommendations developed by the participants at the Summit were presented to both Regional and Municipal Councils. The Council of the Town of Flamborough formally endorsed the following recommendations in October of 1998:

1. That the Mayor's Human Services Task Force be restructured into the Flamborough Community Initiatives Group with the mandate to provide ongoing support and direction to the Town around human service issues;
2. That two representatives from the Town of Flamborough Council be appointed to the Flamborough Community Initiatives Group;

3. That a formal link be established with the Community Services Department of the Town of Flamborough and the Flamborough Community Initiatives Group through the appointment of a staff liaison;
4. And that the Council of the Town of Flamborough invest in continuing the human service needs identification process through a financial commitment not to exceed \$25,000. (The financial commitment could be made through in-kind support such as materials and staffing or through a directed grant.)

Regional endorsement came in the form of a grant to support the work of the project.

1.2 The Flamborough Community Initiative Group

With a purpose to build on the research and recommendations of the two community-wide consultation initiatives {The Mayor's Human Services Task Force (1995) and the September Community Summit (1998)}, the Flamborough Community Initiatives Group (FCIG) came into being. The following partners were recruited to the group because of their expertise in development and in assembling a community team:

Flamborough Information and Community Services

- Take a leadership role in co-ordination
- 20 years experience providing service delivery to the community
- Expertise in facilitating new services
- Knowledge about existing resources within the community

Social Planning and Research Council of Hamilton-Wentworth

- Expertise and skills in organization and human service planning, models of service provision and evaluation of projects
- Development of resource manual

Volunteer Centre of Hamilton and District

- Expertise in volunteer resources and management
- Coordination of volunteers at all levels of the project development and service delivery

Community Services Department of the Town of Flamborough

- Involved in the communication of the project to the Town and Council
- Provide working space throughout the development of the project
- Municipal support for the project

Grants to support their work were elicited and received from the Town of Flamborough, Hamilton Community Foundation, New Ontario Trillium Foundation and the Regional Municipality of Hamilton-Wentworth.

The FCIG mandate is as follows:

To establish a Community Umbrella Group that will investigate and identify the human service needs of the residents of Flamborough as well as facilitate and provide a framework for existing and new services.

Defining Priorities And Actions:

Before the work of any group can begin, it is essential to define the key issues and priorities that the group needs to address. This will guide the work of the project and help keep the advisory committee on track. Without clearly stated priorities (or just one priority area), a community group can be easily side-tracked by a multitude of issues they have neither the time nor the resources to address.

Utilizing the information gathered from the two community consultation processes, the FCIG identified four target populations: women, youth, seniors and people who are disabled.

Once priority areas have been established, the next task is to develop the goals for the project. The goals for the Flamborough Community Initiative Group were developed as follows:

- i. To continue to investigate service needs and potential community partners in human service delivery.
- ii. To evaluate current service delivery models for best practices.
- iii. To establish and coordinate an advisory group which includes representation from the key community partners.

- iv. To develop tools and strategies for the ongoing sustainability of this initiative.
- v. To monitor and evaluate the initiative in terms of outcomes identified and achieved.

Once goals have been clearly articulated, the group must then develop the strategies or actions that they will take to address these issues.

Based on their four priority areas, FCIG developed the following strategies for the project:

- i. Review current information and historical context of human service needs planning in Flamborough
- ii. Engage community members to help establish need and priorities which will in turn create sustainability
- iii. Meet with current and existing service delivery organizations and conduct information interviews about services and existing and required resources
- iv. Ensure the development of priority based community services
- v. Meet with key community leaders
- vi. Establish the Flamborough Community Initiatives Group as an advisory group to the project
- vii. Establish a work plan for the project based on current information and advice
- viii. Develop a framework for coordination of services
- ix. Identify weaknesses, challenges and opportunities for service delivery

Once the strategies have been developed, the group then needed to look to partners, inside and outside of the group, to carry each strategy to fruition.

The work of the project commenced in 1999 and continued for a year and a half.



2.0 METHODOLOGY

An independent evaluation of this project included four separate methodologies to collect information on the key indicators: statistical information on new services; key informant interviews (Appendix A) with selected long-term FCIG members; survey of service providers (Appendix B); and, focus groups with community members (Appendix C).

Program evaluation forms were also completed by organizations that had implemented satellite offices in Flamborough and are included with the results of the service provider survey.

The evaluation attempted to determine if the FCIG project had met the key indicators and outcomes specified in the group's grant applications.

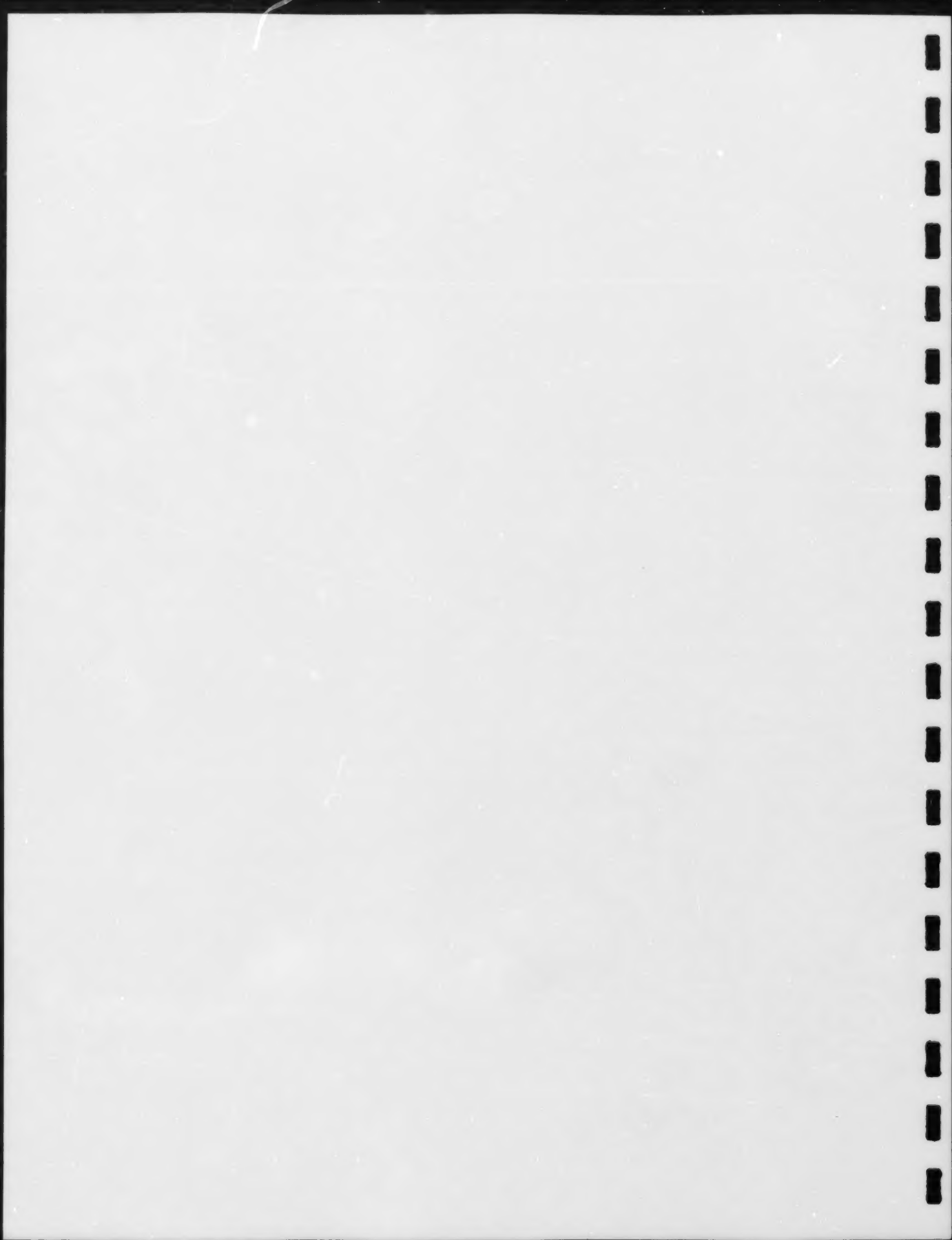
Key Outcomes were identified as:

- increased community awareness of human service needs
- increased number of partnerships
- better coordination of human services
- increased number of volunteers active in the delivery of human services
- increased provision of human services, particularly to high priority target groups (women, youth, seniors, disabled)
- increased funding available for local initiatives through the establishment of a Community Foundation in Flamborough

Key Indicators of success for the project were identified as:

- a well functioning Community Initiatives Group
- identifying best practices through an evaluation of the current service delivery methods
- developing a strategy to bring human services to Flamborough in a coordinated and cost effective manner
- establishing new human services in Flamborough
- developing a resource manual to assist other rural communities who want to bring needed services to their community

The evaluation took place in the final three months of the project.



3.0 RESULTS

3.1 Statistical Information Collected from Project

The following list of organizations and services were developed or expanded in Flamborough because of the work of the FCIG project.

Name of Organization	Type of Service to be offered in Flamborough
Alzheimer Society	• Caregiver education and day respite
Multiple Sclerosis Society of Canada	• Education, yoga classes, medical equipment • Needs vary according to individual • Monthly support group
Canadian Nation Institute for the Blind	• Counseling and referral, assessments, orientations and mobility • Monthly support group
Elizabeth Fry Society	• Community service placement and monitoring
Volunteer Centre of Hamilton and District	• Volunteer coordination and placement through Satellite office in Chestnut Grove
Senior Peer Counseling (Catholic Family Services)	• Emotional support and/or visiting people 55+ years
Probation Services (Ministry of Community and Social Services)	• Supervision of young offenders • Counseling of youth and families
St. Elizabeth Nursing	• Maternal and infant care program • Wound care clinic • Educational programs and stress management, palliative care, mental health and others
Human Resources Development Canada	• Placement of computer terminals for job search • Caseload management
Family Services of Hamilton-Wentworth	• Family and individual counseling
Hamilton Health Sciences Corporation (Family Caregiver Connection)	• Support group for senior caregivers, meets monthly at Chestnut Grove

CHOICES	• Board and staff in-service program
VON Foot Care Clinic	• Clinics held twice a month at Waterdown Firehall
Visiting Homemakers Association	• Space available for support workers to use during the day and to pick up forms
Child and Adolescent Services	• Youth and family counselling at Chestnut Grove
Red Cross	• People Savers Courses at Chestnut Grove
Alternatives for Youth	• Counselling for youth at Chestnut Grove and Waterdown District High School
Public Health: Sexual Health Clinic	• Counseling/information/referrals once a week at Chestnut Grove
Amity Goodwill	• Employment counselling for persons with employment barriers
YMCA	• Services to be developed

Twenty agencies have expanded or developed twenty-five new services in Flamborough since the beginning of the project. Services have been developed for senior's (3), people with a physical illness or disability (5), women (2), youth (4), families' (3), people in conflict with the law (2), people who are unemployed (2) , and any community member wishing to volunteer (1).

The service delivery model developed by the FCIG project was one of shared space and resources. FCIG recognized that because Flamborough has a relatively small population, full-time service delivered in the traditional model would probably not be sustainable. It was unrealistic to expect agencies and organizations to set-up operations on a full-time, full-service, delivery model. Instead, to ensure that human services were still made available and accessible to the citizens of Flamborough, this alternative model was developed to accommodate different requirements for service delivery.

3.2 Key Informant Interview Results

Key informant interviews were conducted by the researcher with three key partners in the FCIG. The following responses were recorded and compiled. Differing bullet marks indicate different speakers. For example, the small circle bullet in each question represents the same speaker.

1. **Why did you get involved in this project?**
 - Was involved in the early work done to identify community human services needs
 - Since it was the Mayor's Task Force, logical for the Mayor to be involved
 - ♦ Resident
 - ♦ See gap in services
 - ♦ Volunteer Centre could have impact on increasing volunteer involvement in community
 - ♦ Ways to expand my agency's service
 - Excellent opportunity to build stronger partnerships with existing agencies in the community
 - Recognized issues for our people in accessing services - see ourselves as advocates for our clients
2. **What have your experiences been with this process?**
 - Mixed
 - Restructuring of municipality/region mitigated the work
 - Difficult for agencies to commit to becoming involved in community in light of uncertainty of restructuring
 - ♦ Moved along well until restructuring
 - ♦ Collaborative effort
 - ♦ Lots of organizations were involved
 - ♦ Town of Flamborough voiced their support - not sure if they would have come through with resources
 - Fairly positive
 - Political arena now very frustrating - at crucial point of expanding services when amalgamation started, this was very frustrating
 - Mega-city = mega frustration
 - Stalled capacity to move forward with new services
 - Now questioning if we have developed the appropriate partnerships because we might now become a part of another regional structure (Halton/Brant)
3. **What do you consider to be the biggest success of the project?**
 - Bringing people together to put "meat on the needs skeleton"
 - Attracting new interests and involvement in the community

- ◆ More face to face dialogue
- ◆ Increased movement of services to Flamborough
- ◆ Awareness of Flamborough being under-served due to new growth
- ◆ Staff person driving the initiative - Shelley "keeping at it"
- Improved rapport with existing and new agencies
- Strengthened community awareness, community pride amongst agencies
- Improved communication within the community - networking for our agency
- Connections with skilled people in the community - hiring of a community development coordinator for our own agency through process
- Tremendous benefit to the organization

4. Is there anything you think should have been done differently?

- Did the best we could with what we had
- Regional involvement was weak
- ◆ Reported back to the initial group (from the Summit)
- ◆ Could have been bigger
- ◆ If restructuring had not happened, would have had a higher degree of success
- ◆ Explored more non-traditional ways of service delivery
- The delay in moving forward, lack of availability of seed money to plan the transition delayed or eliminated some agencies
- Should push for seed money up front to get going - need an environment to locate services otherwise we're asking a lot from agencies in this climate

5. How has the project impacted on your organization?

- ◆ We planned to move on-site, work with agencies around volunteer management - didn't happen due to restructuring
- Increased our profile locally
- Assisted clients to assess other services
- Created partnerships that will live beyond whatever occurs
- Partnerships now occurring at fundraising level
- Hired Community Development Coordinator
- Joint fundraising with other FIG agencies like the Red Cross

6. Is there anything else you would like to comment on?
- Continue to believe in the benefits of partnership and community
 - Concerned about abandonment of senior levels of government
 - No response to community in planned and coordinated way
 - Disintegration of community
 - ♦ Vision, process was right
 - ♦ Timing bad
 - ♦ More buy-in from municipal government and services department
 - Won't work in large communities
 - Territorial issues get in the way
 - The project would only work in a larger community if you could break it down into neighbourhoods, where people are more associated
 - Big education process to bring each other up to speed in large communities, plus territorialness

People got involved in the FCIG project for a number of reasons ranging from personal interest to professional opportunity. As residents of Flamborough, some saw the need for human services and felt that they should be involved with ensuring the needs of all residents were addressed; others saw that the project would provide an opportunity for their agencies to either expand or bring new services to Flamborough. Networking with other agencies in the community was also identified as important.

The experiences of members with the project were mixed. All mentioned that the provincial decision to amalgamate the Region of Hamilton-Wentworth had an enormous impact on the work of the project. Up until this point, progress had been steady and fairly positive involving many organizations and a collaborative framework. However, with the uncertainty of Flamborough status in the new City of Hamilton, the project ground to a halt. Agencies decided to approach a "wait and see" attitude before committing to developing new services in an area whose political future was so uncertain.

There were, however, many successes for the project, the biggest being the amount of community capacity building that occurred. The project brought together people and agencies, and facilitated and coordinated dialogue

around new service provision for Flamborough. The project strengthened community awareness and pride and connected people to each other. There was also the belief that the project worked so well because of the small rural nature of the Flamborough community, and that a similar model might not transplant so effectively to a large urban centre.

That being said, some FCIG members felt that the project could have explored more non-traditional forms of service delivery and moved forward more quickly. Most felt that political restructuring was the biggest hindrance on the project.

Agencies benefited in a variety of ways from their involvement in the FCIG project, from increasing their local profile to entering into new partnerships with other organizations.

3.3 Service Provider Survey Responses

One page surveys were distributed to service providers who had partnered with FCIG to develop services in Flamborough. Their responses have been compiled in this section. The following legend acknowledges the agency responding.

Legend:

- | | |
|-------------------------------|--|
| ➤ Family Caregiver Connection | • Canadian Institute for the Blind |
| ❖ Alternatives for Youth | ☼ Waterdown Information and Sexual Health Centre |
| ✓ CNIB | ➔ Multiple Sclerosis Society |
| ◆ Volunteer Centre | □ Visiting Homemakers Association |

1. What lessons did you learn from developing services in Flamborough?

- It is difficult to make populace aware of service and a reluctance to attend a self help group
- ❖ There were some early issues I believe related to security and community among people offering service at the Flamborough Information Centre, but I think there was a good effort to sort these out. I am not aware of

any major problems since we began. For the therapist working on the site it has meant adapting to a different setting with some limitations in terms of space, not having colleagues present if there is a problem, etc. I think we have learned that we need to market the service in the schools on a regular basis because they tend to be our major referral source and the personnel sometimes changes year to year

- ❖ Diversity of backgrounds and living situations of clients - tension that exists within the community as a result - need to understand the growing pains that the community is experiencing
- ❖ Interest and support is available from the community, particularly FICS - need to allow time to get to know the staff and volunteers
- ❖ Increase cost per unit of service delivery - due to travel and amount of indirect service required (i.e., pressure to provide education/information for community to increase profile)
- ❖ Reduce choices for clients due to restricted hours of service
- ❖ Extended hours create safety and scrutiny issues for staff and clients
- ❖ IT TAKES TIME TO BECOME ESTABLISHED (at least 12 months)

- ◆ You can't predict the future and timing is everything. The questions regarding the splitting of Flamborough impact our move.
- ◆ We also learned that there are a number of incredibly committed individuals in Flamborough who believe in the community

- There is a benefit to having supervisory staff in close proximity to the workforce

- ✱ It takes at least a year for the community and prospective clients to readily access the new service
- ✱ Prior to opening a clinic, a strong awareness campaign is necessary, at least 2 months prior to the opening, followed by a more intensive detailed campaign prior and following the opening
- ✱ Clients did not like the exterior sandwich board sign, as they felt that it was too obvious as to why they were entering the building. Confidentiality and discretion are key considerations
- ✱ We assumed that all of Flamborough youth were potential clients; in fact those who reside west of Hwy. 6 are more likely to access services in Dundas, where they attend school

- ✓ There were more challenges getting rural elderly to the group. Initial problem with transportation had to be overcome. Red Cross volunteer transportation came to our aid here.
- There are people in the area who need services such as support groups for people who do not or can not get to Hamilton

2. What is your target population?

- No gender or age restrictions. Anyone who is preparing to give care or is a caregiver
- ❖ It is very broad. We serve most mental health problems for children and adolescents and their families' ages 3 and up to the end of 17. They do need to be living within Hamilton-Wentworth Region. We try to target high risk cases and prioritize situations where someone is at risk for self harm
- ◆ All citizens who want to volunteer particularly youth and seniors
- Elderly and or disabled adults or children requiring personal care or homemaking services
- ☼ Youth
- ✓ Blind and visually impaired seniors
- ➔ Persons with MS and their families

3. Were the clients who accessed your new service in Flamborough new clients, or the same ones you served at another location?

- New clients, majority not Flamborough residents rather from neighboring communities
- ❖ Almost all were new clients, most have been from Waterdown High School
- ◆ To be determined
- Same clients we served from our previous and current location
- ✓ Clients were known to us but previously serviced on a one-to-one basis. Group is more time efficient and acts as peer support

- ➔ These clients are not newly diagnosed. They are clients who do not travel to Hamilton mostly because of the drive and time

4. What were the benefits to your organization from opening service in Flamborough?

- Does allow the few residents who are unable to access service elsewhere an opportunity to attend
- Meets our mandate to serve throughout the Hamilton-Wentworth Region
- Potential to hear needs of rural caregivers which we know differ from urban areas particularly where access is concerned

- ❖ I think it gives us a wider profile in the Region and has helped us meet some of our goals in terms of reducing barriers to service due to accessibility issues
- ❖ FICS -support, enthusiasm
- ❖ Enjoyable, congenial environment in which to work, high degree of staff satisfaction
- ❖ Interest from the community that appears to be ongoing
- ❖ Physical space - storage adequate, clients appear to be comfortable
- ❖ Partnerships with Public Health and Child and Adolescent Services
- ❖ Volume of clients

- ◆ Benefits include easier access to our services, outreach to new populations and involvement with organizations in Flamborough

- Improved accessibility to supervisory staff
- Heightened knowledge of client location and client issues
- Ability to work with other service providers in meeting Flamborough community needs

- ✓ More efficient client contact

- ➔ We can reach our members in outlying areas
- ➔ The clients who come to meetings with friends and meet new friends are going through similar situations

5. What were the detriments?

- Lack of meeting space that provides inviting comfortable atmosphere
- ◆ Set up costs
- A sense of dislocation for on-site office staff, due to remote location
- ❖ Cost to offer service
- ❖ Not an established service network - more indirect service initially
- ❖ Practical needs of some clients not easily met in the community (i.e., housing, employment)
- ❖ Restricted hours of service - means less choice for clients
- ❖ Confidentiality/anonymity issues in smaller community
- ❖ Fax machine, copier barely adequate
- ❖ Not only provide service but also assess need for service on ongoing basis - limited contact with staff from Waterdown District High School (WDHS)
- ❖ Requests for Information sessions (i.e., parent groups) - increased demand for services but have no additional resources, therefore waiting list
- ✱ need to market and reach youth that do not attend WDHS, as high number of employed youth in Flamborough, and those attending other secondary institutions
- ✱ recruitment of family physicians to work in the clinics
- ✱ funding to expand facilities, as clinic and services grow in scope. Would like to be part of the YMCA new site in Waterdown
- ✓ finding transportation and location but it was provided by the Red Cross

6. Has it been worthwhile?

- Yes, made me more conscious of services available or not in Flamborough so that as a facilitator and chair of FCCI can share this knowledge

- ❖ Generally yes. Aside from feeling that we are doing more in the community, it has provided us with some ideas on how to work off-site. Historically we have been an office-based service and while we still are to a large extent, it has been useful to go off-site and work in a different context. It isn't clear how consumers see us aside from some feedback from clients who appreciate that the service is available closer to home.
- ❖ Yes, provided service to youth who most likely would not have accessed Alternatives for Youth (AY) in Hamilton
- ❖ Gained further insight into provision of service in remote locations
- ❖ Allows AY to determine amount of resources necessary to service "remote" location adequately

- ◆ To be determined - we think so given the people we have met already

- Yes, we are looking forward to new space at Chestnut Grove for our field staff to access for supplies, rest breaks, etc.

- ✱ there is a need for youth services, and clients are continuing to increasingly access our services
- ✱ a supportive host agency can be integral in facilitating the smooth transition to initiating services and enhancing the youth serving agencies
- ✱ opportunities to participate in planning discussions
- ✱ that providing services, in collaboration with other youth serving agencies provides the residents of Flamborough more comprehensive services

- ✓ Yes

- ➔ The Flamborough experience has been extremely worthwhile. The chapter feels it is important to reach all of the members and to provide services for them. The people we have dealt with have been very professional and friendly. We have been made most welcome in the Flamborough area.

The most common lesson agencies learned by developing services in Flamborough was the time it takes to become established and build a client base and the parallel importance of marketing the service to community members. Two agencies said that it takes at least a year to establish full service and that intensive marketing campaigns are essential both prior to opening and on an on-going basis.

Agencies also said that the community of Flamborough was very welcoming to them and that there was a lot of interest and support from community members and other agencies, and especially the FCIG project.

However, there were also some challenges to delivering service in a rural area; agencies said that it was more expensive to offer service in Flamborough due to lack of public transportation, the transportation costs of staff visiting clients, and increased marketing costs. This meant that some agencies offered reduced hours of service and therefore reduced choice for clients.

As well, delivering service in a small community required sensitivity, discretion and confidentiality in marketing and signage, since people often know one another and may not be comfortable being seen accessing services that are of a very personal or sensitive nature.

Agencies varied in terms of target populations, depending on the type of service being offered. In general, seniors, youth and people who are disabled/ill were the most prevalent populations served. Half of the agencies said that their client base was new, the other half that clients were known to the agency before hand. However, agencies who had previously known clients said that their services differed from what they offered at their other locations (i.e., group sessions verse individual counselling), or that clients had not accessed their services in Hamilton due to travel and time constraints.

Agencies noted that accessibility for clients was the most important benefit of developing services in Flamborough, followed by increased networking and partnership with other organizations. Agencies also stated that by establishing services in Flamborough they were broadening their own profile and meeting their mandate to serve the Hamilton-Wentworth Region.

While the agencies stated that there were significant benefits to offering services in Flamborough, they also noted that there were some deterrents. The cost of operating services is higher in rural communities, space is limited, and there is a need to market more intensively; transportation is an issue as is confidentiality in a small town setting.

However, agencies overwhelmingly said that expanding into Flamborough had been a worthwhile experience, especially in terms of service accessibility for clients. They also felt that it had been a beneficial learning experience for them because delivering services in a rural area differed significantly from service delivery in a large urban setting.

3.4 Summit 2000 - Small Group Discussion Results

In September 2000, a community forum was held to inform people of the progress of the project to date and to ask community members to discuss, in small group format, current service provision in Flamborough. The discussions from those groups are detailed below. Forty-five people attended the Summit.

Legend:

- | | |
|-----------|-----------|
| ➤ Group 1 | ❖ Group 4 |
| • Group 2 | □ Group 5 |
| ◆ Group 3 | |

1. Given what you have learned, comment on what has been done around service provision in Flamborough?

- good progress but just a start!
- confusion - ability to tie all the services together, specifics on target groups
- lots of service, how will we communicate to the community
- database?
- after access - how do we measure the success?
- reminder re: middle ground - 20 - 60 year age group
- foster what we have accomplished and momentum

- progress in networking and services
- some problems resulting from restructuring
- funding and resources have started to shift to Flamborough
- organization, co-ordination and plan have been impressive
- good community service response to new contacts
- growing knowledge of the area

- ♦ good movement towards goals
- ♦ transportation - question of central/decentral - effectiveness, timing, ease of use, some need central spot, remoteness, tickets for taxi's for seniors (drivers trained to help in/out), $\frac{1}{2}$ price fare, seamless public transit between regions (by-law can't cross boundaries in handi-van)
- ♦ dial-a-bus, call to say you will be on route 1-2 x day
- ♦ go to where the population is e.g. schools, seniors, etc
- ♦ need to get the message out to isolated people
- ♦ fragmentation - services fighting for own turf

- ❖ congratulate group that worked on this
- ❖ many facilities suggested
- ❖ process created synergy - creative way to bring solutions to providing services in rural areas
- ❖ so many people working as a team
- ❖ Maximized resources - sharing resources and building on them
- ❖ raised awareness
- ❖ if you build it, they will come - e.g. MS support

- better than they were - change for better since 1986 (accessibility)
- impressed with what is now
- awareness of need and volunteers to support services
- room for improvement, impressed with volunteer commitment to the community
- distinct difference in the number of services now in the community (collaborative, encouragement)
- better co-ordination, collaboration, communication
- impediments of political situation
- agencies - warmth and willingness of small community - ability to adapt

2. Do you see any continuing gaps in service provision?

- communicate results - tell the stories
- health service access
- job training facilities
- go to the community for suggestions
- boards of education as a resource
- focus on informal services
- isolation factor - teens/seniors/at home moms
- transportation
- accessibility

- transportation still problematic - seniors transportation and need for transportation volunteers - public transportation is still very limited
- transportation across boundaries into Halton/Burlington
- difficult for people to get to Flamborough for some services
- need to market/increase awareness of services
- need to build student/youth use of services (transportation)
- cost of housing/transportation and service delivery are high in Flamborough
- need to build participation in volunteerism, build community connectedness
- provide volunteer training and support and challenging opportunities
- capitalize on school requirement for community service
- Sheffield, Lynden, Westover, and Troy all still remote for services
- need for services to survivors of abuse
- need for addiction response services
- services for men (all ages) - abuse, relationship, self esteem
- many isolated seniors

- ◆ FICS needs more communication with public especially seniors
- ◆ CCAC packages versus choosing services needed
- ◆ capacity versus needs
- ◆ request for proposal when needs studies done
- ◆ concern about who will come if service offered when dollars are tight

- ❖ lack of appropriate space - barrier - accessible, private facilities for multi-purpose
- ❖ not-for-profits need funding for space
- ❖ willingness to provide service but infrastructure may be barrier
- ❖ on-going measuring of new and emerging needs - demographics
- ❖ transportation
- ❖ on-site services to seniors in congregate setting, buildings, etc
- ❖ transportation to food bank especially young families
- ❖ lack of women's support services e.g. abuse, privacy, location identification and confidentiality
- ❖ lack of mental health services
- ❖ youth support - isolation, related to transportation and meaningful activities
- youth services
- special needs - employment analysis and career direction
- not a lot of services dedicated specifically to women
- may take a year to get services up to capacity - funding issues
- homeless population
- transportation, busses
- delivery of service to homes in Flamborough will be more expensive
- maps/directions to rural areas

3. What do you expect from the New City of Hamilton in the future for human services?

- access centre for all the partners (accessible)
- create continued sense of community - training
- transportation network - taxi service, dial-a-bus
- decentralized city services - face to face
- money and people/expertise/support
- make sure Flamborough is taken care of and resource communication of available service
- Flamborough section in Hamilton Spectator
- funding, sustainable
- improved transportation supports
- planning support to service development

- operating space for services
- continue to grow in awareness of this community
- devise improved models for providing services, especially in rural areas
- find ways to engage business community in these issues/services
- review service delivery systems across the Region to find efficiencies
- access to crisis intervention
- access to health care services
- access to family support services

- ♦ window of opportunity to rebalance services and needs
- ♦ find out who the new General Managers are and get them on board
- ♦ give General Managers information
- ♦ have council hopefuls onside
- ♦ have plan
- ♦ have we gained ground?
- ♦ reciprocal agreements with CCAC for local people serving needs - cut down expenses
- ♦ who is going to champion this? -have models ready

- ❖ adequate public transportation - creative thinking required
- ❖ getting point across for Flamborough needs - competing for community grants
- ❖ raise profile of human services
- ❖ space - multi-purpose - meet needs and line budget item for space
- ❖ professional support
- ❖ outreach program
- ❖ focussed efforts to raise awareness of Flamborough needs within the New City
- ❖ staff support for community development

- humane, not a business
- things we need to keep (FICS, maps, community services) don't move them
- transportation
- amalgamation raised awareness of Flamborough/tourists
- community fund within the Hamilton Community Foundation (gaming revenues) for Flamborough - sustainability
- already small piece existing at Hamilton Community Foundation

- equally, fairly
- balance in tax base, services
- sustain current services, deliver more

In general, people who attended the Summit felt that progress had been made in bringing new services to Flamborough, and were quite impressed with the work done by the FCIG project in creating and co-ordinating this expansion. People were also impressed with the co-ordination of services, the resource sharing and the willingness of agencies and the community to adapt to service changes and to devise creative effective ways to bring services into a rural area.

There was some concern that, while there was a growing knowledge of services in the community, the services were not as well known as they could be, especially in more isolated areas of Flamborough.

While people were pleased with the progress made to-date, gaps in services were still identified. Public transportation was seen as being very problematic. It is quite limited in Flamborough and people identified a need for a seamless transportation system linking municipalities and regions, as well as creative ways for people dwelling in the more rural areas to access public transportation. There was an acknowledgement that the costs associated with public transportation in Flamborough would be high, but that it was an essential component to reducing isolation for youth, families and seniors.

Infrastructure was identified as a barrier to the development of new services, because there is a lack of appropriate space in Flamborough and non-profit organizations need funding to find or develop space for these services.

Services for youth and women (especially around abuse issues), were still seen as lacking, as well as for addictions and mental health issues. Isolation of people in rural areas also needs to be addressed, and is tied to the need for public transportation.

People stated that it was important to continue to measure, on an on-going basis, new and emerging trends in Flamborough, so that services could be developed as needed.

Awareness of services was identified as a barrier to accessibility, and the need for better marketing of existing and any new services.

Accessibility and sustainability of services remains key concerns for participants at the Summit. When the new City of Hamilton comes into being in January 2000, services need to continue to be offered in Flamborough and an improved and creative public transportation system is required to get people to services and to reduce isolation in the rural community. People felt that it was important to raise the profile of Flamborough in the new city, to ensure that appropriate services continue to be developed and delivered. People did not want to see services (especially municipal services) moved to downtown Hamilton; it was essential that the current status of services be maintained.

4.0 DISCUSSION

To determine if the Flamborough Community Initiatives Group was successful with their project, each identified outcome and indicator will be examined based on the results of the information reported in Section 4.0.

KEY OUTCOMES

1. Increased community awareness of human service needs

The evaluation has clearly shown an increased awareness in the community of human service needs, as well as increased awareness of the new services being offered in Flamborough. In the key informant interviews, service provider survey responses and at the Community Summit 2000 people identified heightened profiles for their organizations and services and of the need for further services in the community. It would have been valuable to have gathered information on this outcome from people using or requiring service in Flamborough. While service providers and involved community members certainly agreed that this was the case, it is a limitation of this evaluation that people using services were not asked similar questions.

2. Increased number of partnerships

Many of the agencies and organizations surveyed identified that one of the benefits of participating in the Flamborough Community Initiatives Group and in the project was the fact that they had established much better networks with other agencies and organizations and had entered into partnership arrangements around service delivery and fundraising efforts.

3. Better coordination of human services

One of the main messages conveyed at the Community Summit 2000 was how impressed participants were with the coordination and collaboration of services and agencies because of the FCIG project. The service delivery model of shared space and resources was one that worked very well for people in this rural community and helped to keep costs down.

4. Increased number of volunteers active in the delivery of human services

Because the Volunteer Centre's satellite office is not set to open until October 2000, this outcome has yet to be determined.

5. Increased provision of human services, particularly to high priority target groups (women, youth, seniors, disabled)

As is shown in the statistical information outlined in the Results section, there have been a number of new or expanded services developed in the Flamborough area as a result of the project.

New services for women include; family counselling, community placement for women in conflict with the law, and maternal care.

New services for youth include; counselling for youth in conflict with the law, youth and family counselling, addictions counseling and a sexual health clinic.

New services for seniors include; caregiver education and day respite, senior peer counselling, support group for senior caregivers, and Visiting Homemakers Association service.

New services for people who are disabled or physically ill include; day respite, MS monthly support group, MS education and medical equipment, CNIB counseling and referral as well as monthly support group, CHOICES board and staff in-service program, and Visiting Homemakers Association service.

While many new services have been developed, further gaps in service were also identified. Gaps include; services for women, especially around issues of abuse, for youth who are geographically isolated, public transportation, and services for people with addictions and with mental health issues.

6. Increased funding available for local initiatives through the establishment of a Community Foundation in Flamborough

This outcome has not yet been met.

KEY INDICATORS

7. A well functioning Community Initiatives Group

The Community Initiatives Group is a well-established and functioning group of people that continues to meet on a monthly basis to proceed with the work of the project. It just recently held the Community Summit 2000 to report back to the community on the progress of the project to date and to receive direction from community members for future endeavors. The community is clearly supportive of FCIG continuing the much needed work of coordinating the expansion of human services into Flamborough

The group is currently looking for sustainable funding so that they can support the partnerships and best practices model already in place and continue to bring new services into Flamborough.

8. Identifying best practices through an evaluation of the current service delivery methods

The delivery model system developed by the FCIG project is one of shared space and resources. FCIG recognized that because Flamborough has a relatively small population, full-time service delivery in the traditional sense would probably not be realistic or sustainable. Instead, to ensure that human services were still made available and accessible to the citizens of Flamborough, this alternative model was developed and has proved very successful for this rural community.

That being said, agencies still identified that the cost of doing business in Flamborough was higher than in the urban core due to increased travel expenses for staff doing home visits, lack of public transportation, and increased intensity in marketing new and on-going services.

9. Developing a strategy to bring human services to Flamborough in a coordinated and cost effective manner

The shared space and resources model discussed above worked well in bringing services to Flamborough in a coordinated manner. Agencies and community members stated that they were very impressed with the way FCIG had collaborated with organizations to coordinate services. While, as discussed in the above paragraph, it was still more expensive to deliver services in Flamborough than in more urban centres, this model actually made it feasible for organizations to expand services that might not have been possible with a more traditional model. Certainly the number of agencies (20) that developed or expanded new services (25) would support this statement.

10. Establishing new human services in Flamborough

25 new services were developed in Flamborough through the FCIG project.

11. Developing a resource manual to assist other rural communities who want to bring needed services to their community

The resource manual "Building Community Partnership and Services: The Flamborough Experience. A Manual for Community Capacity Building" was written and published by the Social Planning and Research Council for the Flamborough Community Initiatives Group.

5.0 CONCLUSION

The Flamborough Community Initiatives Group project was very successful in meeting many of its identified outcomes and indicators. It worked with 20 agencies to bring 25 new or expanded services to the Flamborough community and as a result improved accessibility to human services for people living in the area. The shared model of service delivery developed and coordinated by the project allowed agencies to develop services more cost-effectively than otherwise would have been possible using a traditional model of service delivery.

As important as the projects' success in service delivery was its ability to build community capacity in Flamborough. Community capacity can be defined as "[improving] the ability of individuals, organizations, businesses and government in [the] community to come together, learn, make well-reasoned decisions about the community's present and future, and work together to carry out those decisions.ⁱ It is the process of bringing people together to share information, identify areas of concern and develop and work towards resolution of those concerns that weaves together the fabric of a vibrant community. The process itself produces a richer and healthier community.ⁱⁱ The Flamborough Community Initiatives Group engaged the citizens of Flamborough in the consultation phase of the project, in its actual development, and provided feedback and an opportunity for people to determine the future direction of the project.

The Flamborough community came together to discuss, identify and problem-solve around their human services needs. The result was an innovative and creative model of service delivery, coordinated locally and efficiently, which increased access to human services by the citizens of Flamborough. It is a model and project that should be continued.



6.0 REFERENCES

Measuring Community Capacity Building" A workbook-in-Progress for Rural Communities. Version 3/96. The Aspen Institute: Rural Economic Policy Program

Bjaras, G, et al (1991) "A new approach to community participation assessment", *Health Promotion International*, Vol. 6(3), 199-206.

APPENDIX A

KEY INFORMANT INTERVIEW Flamborough Community Initiatives Group Project Key Informant Interview

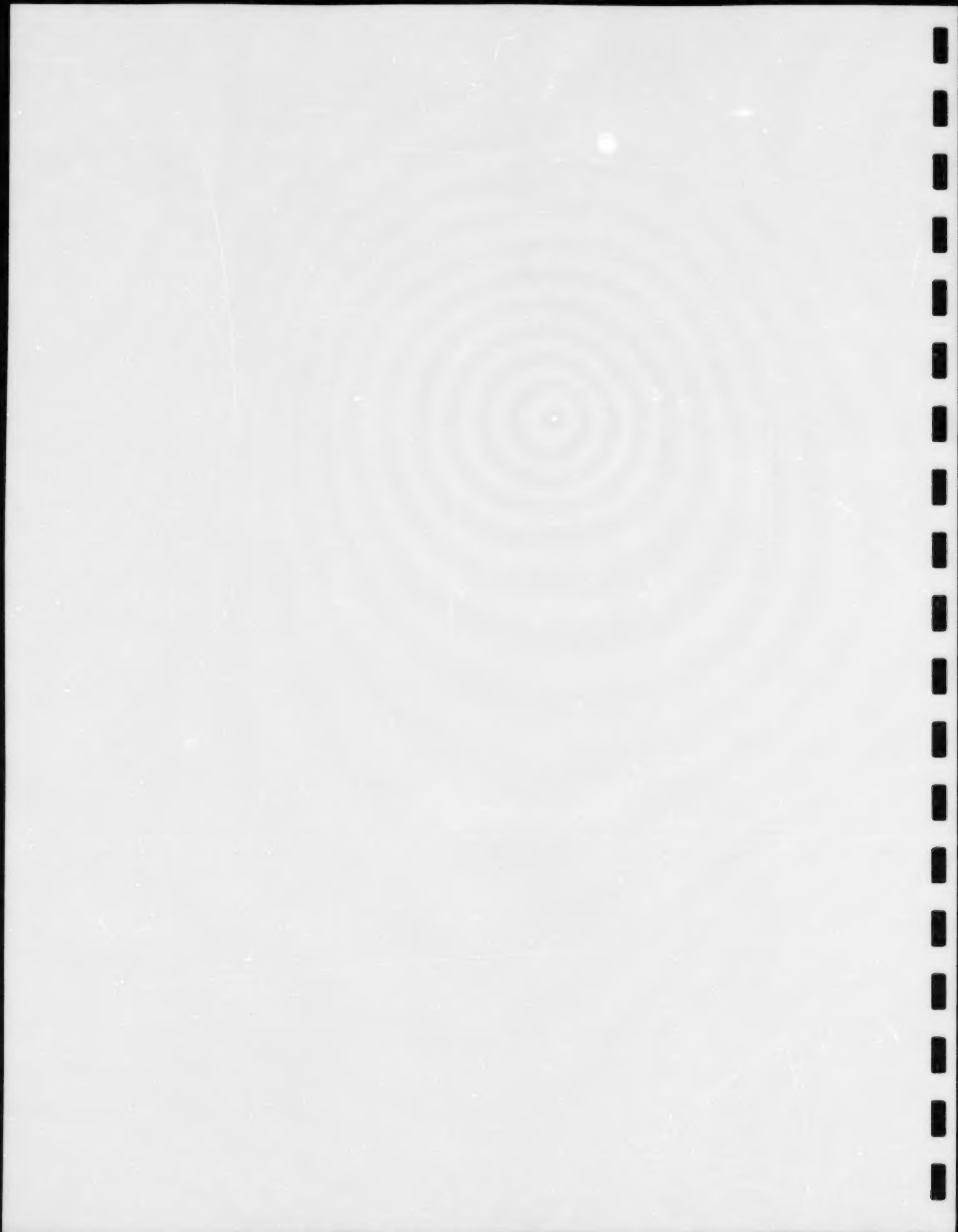
1. Why did you get involved in this project?
2. What have your experiences been with this process?
3. What do you consider the biggest success of the project?
4. Is there anything you think should have been done differently?
5. One of the proposals identifies the Volunteer Centre as providing volunteer coordination for this project. Can you tell me a little about how this has taken place?
6. Anything else?



APPENDIX B

Service Provider Survey - September 2000

1. What lessons did you learn from developing services in Flamborough?
2. What is your target population?
3. Were the clients who accessed your new service in Flamborough new clients, or the same ones you served at another location?
4. What were the benefits to your organization from opening service in Flamborough?
5. What were the detriments?
6. Has it been worthwhile?



APPENDIX C

Community Summit September 2000 Small Group Discussion Questions

1. Given what you have learned, comment on what has been done around service provision in Flamborough?
2. Do you see any continuing gaps in service provision?
3. What do you expect from the New City of Hamilton in the future for human services?